

NKU 2013-18 Strategic Plan

Mission

As a public comprehensive university located in a major metropolitan area, Northern Kentucky University delivers innovative, learner-centered education and engages in impactful scholarly and creative activities, all of which empower students for fulfilling careers and meaningful lives, while contributing to the social and economic vitality of the region.

2018 Vision

(Note: Some of the feedback we received on the vision statement showed a preference for a bulleted list, while others preferred a shorter statement, so we have presented both versions for your consideration.)

Alternate A:

Northern Kentucky University will be acclaimed by students, alumni, the region, and the state for:

- *Our success...*in producing outstanding graduates
- *Our contribution...*to regional progress and economic growth
- *Our delivery...*of distinctive academic programs
- *Our dedication...*to the development and wellbeing of our people
- *Our effectiveness...*in managing resources wisely and sustainably

Alternate B:

Through the delivery of distinctive academic programs, Northern Kentucky University will be acclaimed by students, alumni, the region, and the state for its success in producing outstanding graduates who contribute to regional progress and economic growth.

Core Values

Excellence

Integrity

Innovation

Inclusiveness

Collegiality

Goal 1: Student Success

Provide a supportive, student-centered educational environment that promotes academic success, global awareness, and timely graduation.

Objectives	Strategic Directions
1.1 Communicate and assess clear educational goals and learning outcomes that promote academic success and workplace values	<ul style="list-style-type: none"> a) Set and maintain rigorous academic standards and expectations for students b) Deepen critical thinking skills across all disciplines c) Promote communications skills, team work, ethical values, and social responsibility in the curricula and through co-curricular programs d) Advance a culture of integrity and personal responsibility
1.2 Design and strengthen integrative support services for our diverse student body	<ul style="list-style-type: none"> a) Strengthen academic advising, mentoring, and career counseling b) Tailor services to meet the needs of post-traditional students c) Expand residential learning communities
1.3 Promote global and multicultural perspectives through curricular and co-curricular programs	<ul style="list-style-type: none"> a) Incorporate global and multicultural views into the curricula and co-curricular programs b) Expand international educational experiences c) Grow international student enrollment
1.4 Enhance the student experience	<ul style="list-style-type: none"> a) Strengthen student programming and wellness activities b) Encourage students to participate in and attend fine arts and cultural activities c) Promote intercollegiate athletics to increase affinity and instill pride d) Increase residential housing options in keeping with demand e) Increase alumni engagement in campus activities
1.5 Promote financial access and affordability for students	<ul style="list-style-type: none"> a) Advocate for sufficient state support to moderate the need for tuition rate increases b) Increase availability of on-campus student employment c) Increase private funds for need-based student financial aid d) Improve financial literacy of students and their families

Goal 2: Talent Development

Increase educational attainment levels of the region by serving more students, producing superior graduates, and promoting lifelong learning.

Objectives	Strategic Directions
2.1 Produce skilled graduates prepared for the workforce	<ul style="list-style-type: none"> a) Align learning outcomes with tomorrow's workforce needs through collaboration with regional employers b) Increase co-ops, internships, workshops, and other applied learning experiences c) Involve alumni in the classroom and in co-curricular activities
2.2 Assist graduates in the transition from college to work	<ul style="list-style-type: none"> a) Guide students in their career search through efforts of the academic departments and career services b) Promote the talent of graduates to regional employers c) Sharpen students' job seeking skills d) Engage alumni to connect graduates to potential employers
2.3 Enroll more students to increase educational attainment levels	<ul style="list-style-type: none"> a) Target traditional and post-traditional students through strategic marketing b) Strengthen student recruitment efforts in Kentucky c) Expand recruiting efforts to new geographic areas and new student markets
2.4 Recruit more transfer students into baccalaureate programs	<ul style="list-style-type: none"> a) Strengthen articulation agreements with regional postsecondary education institutions and develop clear degree pathways for transfer students b) Expand orientation and advising services geared toward transfer students through strategic partnerships with two-year institutions c) Increase marketing and recruiting at regional community and technical colleges
2.5 Improve college readiness across the region and state	<ul style="list-style-type: none"> a) Graduate highly prepared teachers and support the continued professional learning of teachers and school administrators b) Strengthen relationships with regional school districts c) Sustain and maintain P-12 outreach activities d) Offer an expanded array of dual-credit courses in more high schools
2.6 Inspire passion for lifelong learning across the region	<ul style="list-style-type: none"> a) Expand credit and noncredit professional development opportunities b) Encourage undergraduate students, alumni, and residents to continue their education beyond the baccalaureate degree c) Foster participation and attendance of students, alumni, faculty, staff, and community members at presentations, workshops, seminars, cultural and fine arts activities, and other campus activities

Goal 3: Academic Innovation

Advance academic programs that are innovative, distinctive, experiential, and transdisciplinary.

Objectives	Strategic Directions
3.1 Expand applied and experiential learning opportunities across the curriculum	<ul style="list-style-type: none"> a) Engage in alliances with industry, business, corporate, and non-profit partners to build external learning opportunities into programs and courses b) Develop formalized and collaborative approaches for experiential learning c) Expand opportunities for students to engage in research and service learning d) Secure external grants that support research, creative activities, and transdisciplinary studies
3.2 Develop and expand transdisciplinary programs	<ul style="list-style-type: none"> a) Study market needs and collaborate with employers to design transdisciplinary programs b) Encourage and reward academic departments for transdisciplinary collaboration c) Develop processes and support for designing and delivering transdisciplinary programs and courses
3.3 Develop targeted programs and course delivery methods for post-traditional students	<ul style="list-style-type: none"> a) Grow online, hybrid, and flexible programs and courses to serve the diverse needs of our students b) Develop the capacity and expertise for competency-based learning that serves a new generation of learners
3.4 Enhance the quality, relevance, and sustainability of the academic program portfolio	<ul style="list-style-type: none"> a) Identify and invest in distinctive programs b) Assess and modify academic programs for quality, relevance, and sustainability c) Create agile and responsive curriculum approval processes that support innovation d) Engage alumni and advisory boards to strengthen academic programs and career pathways
3.5 Expand relevant programs in high-demand fields to meet regional workforce needs	<ul style="list-style-type: none"> a) Develop new programs and increase capacity in existing programs in high-demand fields, such as informatics and health professions b) Collaborate with other higher education institutions on program delivery

Goal 4: Community Engagement

Engage with community partners to catalyze regional growth and vitality.

Objectives	Strategic Directions
4.1 Expand business, industry, government, education, and civic agency partnerships	<ul style="list-style-type: none"> a) Expand sponsored research and projects b) Collaborate with community partners to expand applied learning and research opportunities c) Enhance outreach activities in P-12 schools that improve college readiness d) Collaborate with external partners to broaden cultural and artistic activities
4.2 Support regional economic growth and job creation	<ul style="list-style-type: none"> a) Create and foster entrepreneurial programs that generate new businesses and high-paying jobs b) Promote and enhance collaborative research efforts that lead to business and industry growth
4.3 Provide leadership, coordination, and support for public engagement activities	<ul style="list-style-type: none"> a) Create a public engagement council to provide support, mentoring, and networking opportunities for faculty and staff b) Actively promote and publicize public engagement activities to students, faculty, and the community c) Promote the expertise of our faculty as a resource d) Engage alumni as advocates for NKU across the community e) Catalog, review, and evaluate public engagement activities, beneficiaries, and outcomes

Goal 5: Institutional Excellence

Strengthen the capacity of the university to fulfill its mission and achieve its vision.

Objectives	Strategic Directions
5.1 Recruit, retain, and develop outstanding faculty and staff	<ul style="list-style-type: none"> a) Attract and support talented teacher-scholars with a passion for student-centered learning b) Match faculty and staffing levels to meet the growing needs of the university c) Cultivate a culture of inclusive excellence d) Expand professional development opportunities e) Sustain a campus culture that values health and wellness
5.2 Secure our financial future through strategic investments, partnerships, and resource management	<ul style="list-style-type: none"> a) Ensure budgeting processes align resources with strategic goals b) Foster and reward innovation c) Steward resources wisely and efficiently to achieve goals d) Review and adapt administrative and support services for quality, relevance, and sustainability
5.3 Improve organizational effectiveness	<ul style="list-style-type: none"> a) Update and streamline policies b) Use data analytics to enable actionable insight c) Improve internal communications and transparency d) Increase sustainability efforts across the campus e) Strengthen regulatory compliance and risk management efforts f) Improve customer service and cross-divisional collaboration
5.4 Generate new resources from public funds, private giving, and other revenue streams	<ul style="list-style-type: none"> a) Increase gifts and grants in support of the strategic plan b) Strongly advocate for adequate state support for operations and capital needs c) Engage in entrepreneurial activities that generate additional revenue

5.5 Increase public awareness of NKU's strengths and contributions to the region and state	<ul style="list-style-type: none"> a) Develop a comprehensive marketing and communications plan b) Ensure that state policymakers are informed and knowledgeable about institutional accomplishments, faculty excellence, and student success c) Expand the university's promotional opportunities and name recognition
5.6 Provide technology that supports effectiveness and innovation across campus	<ul style="list-style-type: none"> a) Expand faculty capability to engage in technology-enabled learning b) Advance technological solutions that support integrated student services c) Improve administrative systems and data governance
5.7 Expand and maintain facilities to meet the growing needs of the campus	<ul style="list-style-type: none"> a) Enhance the physical infrastructure to maximize the continued usefulness of facilities b) Expand campus beautification projects that enhance the learning and work environment c) Develop strategic partnerships that improve and expand facilities, particularly the proposed health innovations center d) Implement cost effective solutions to residential facility needs